

13 December 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT : Training and Management Development in the  
Personnel Career Service

1. The SP Junior Advisory Panel has examined the present training policy of the Personnel Career Service and concluded that a more aggressive and comprehensive program is necessary. We recommend that a systematic training program be established, that the proper people be trained at appropriate times in their careers, and that both internal and external training be included.

2. Training programs should be established to transmit knowledge or improve skills and thus change the behavior of trainees. The most significant benefits derived from formal training programs are: (1) shortened learning periods with faster productivity increases; (2) improved performance in present assignments; (3) better cooperation and greater loyalty from employees; (4) reduced personnel turnover, absenteeism, and dissatisfaction; and (5) increased employee utility to the Agency that in turn increases the employee's chances for promotion.

3. After our review of existing internal and external training and management development courses, we prepared the attached training model that outlines recommended core courses for Personnel Careerists. Although our Career Service now makes use of a wide range of internal courses, we found that few Personnel Officers have had the opportunity to benefit from external courses in personnel management or general management training. We believe that internal training programs should be complemented by education at academic institutions and management development programs. This comprehensive program would give the Career Service an opportunity to prepare its best careerists for future responsibility and advancement. Anything less would not allow it to realize the maximum return on its most important investment--its careerists.

4. We believe that adoption of our recommendations for improving the existing Personnel Career Service training and management development program will increase the level of professionalism in the Personnel Career Service. Based upon our study of professionalism, we concluded that we do not have a sufficient number of adequately trained Personnel Careerists to meet the challenges confronting us. Too often operating officials do not give Personnel Careerists an opportunity to participate in personnel management because our officers lack basic skills and management training. We firmly believe that Personnel Careerists will not be permitted to interact on a professional level with operating officials and senior manager until they receive proper training and management development. The Agency is decreasing in size and thus it is imperative to do more with less. Personnel Careerists will be faced with situations where they must develop innovative and creative solutions to problems. The aggressive training program that we propose will help Personnel Careerists to solve components' manpower problems and thus increase the effectiveness of the Office of Personnel.



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Chairman

SP Junior Advisory Panel

Attachment: a/s